



STRATEGIC ACTION
BLUEPRINT

— ALBEMARLE COUNTY —
DEPARTMENT OF SOCIAL SERVICES
OFFICE OF HUMAN SERVICES



WHY BLUEPRINTS?

By design, blueprints are planned to use very strategic and intentional methods to carry out their plan. They are thoughtful, layered step by step, and most importantly, they require many people and many different viewpoints for them to become more than just a plan – but to turn into something that is a reality, something that was built by the many with a common goal.

To start this process, we reviewed the Albemarle County Strategic Plan to ensure that our goals met those of the Board of Supervisors. From here, we reviewed what we could accomplish to help move each of these goals along from within our positions in the agency. Objectives were set up for each unit and division as well as a plan laid out for each employee utilizing the county’s required development goals as a method for the measurement of each item and as a way for staff to assume personal responsibility for their role in the overarching project of strategic planning.

ALBEMARLE COUNTY GOALS AND AGENCY RESPONSE

The following pages will explain the agency’s response to the goals given to us from Albemarle County’s Strategic Plan. Our “agency” refers to: Department of Social Services & the Office of Human Services.

The Board of Supervisors adopted their Strategic Plan in October of 2022. Our Blueprint is the plan set forth by our agency for how we will accomplish the Strategic Plan in relation to our jobs, services provided, and role in the community.

BOARD GOALS (as defined by the Albemarle County Board of Supervisors)

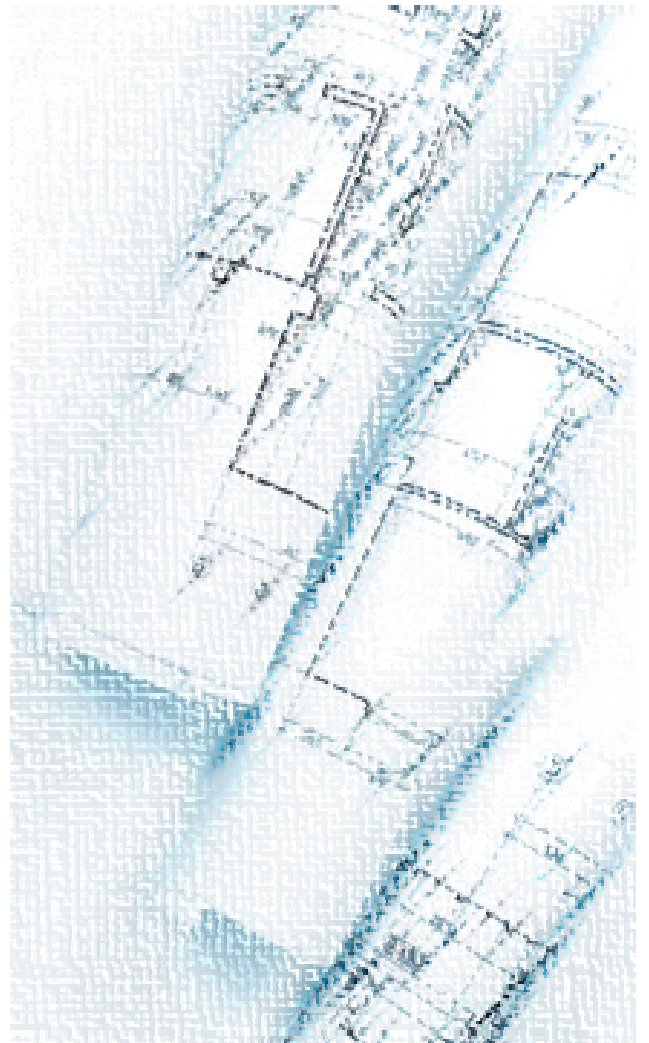
1. **Safety and well-being:** Nurture a Safe and Healthy Community.
2. **Resilient, equitable, and engaged community:** Design programs and services that promote equitable, engaged, and climate-resilient community.
3. **Infrastructure and placemaking:** Invest in Infrastructure and amenities that create connection, opportunity, and well-being.
4. **Quality of life:** Encourage a vibrant community with economic and recreational opportunities that serve all community members.
5. **Education and learning:** Support exceptional educational opportunities.
6. **Workforce and customer service:** Recruit and retain engaged public servants who provide quality government services to advance our mission.

BLUEPRINT PRIORITIES:

In creating this Strategic Blueprint, we are committed to providing services, changes, enhancements, and work that will align with the goals set forth by Board of Supervisors while also ensuring we remain committed to the mission and purpose of Social Services and the Office of Human Services. This Blueprint has defined the following priorities to ensure these parallel sentiments are kept in the forefront of our planning processes.

PRIORITIES:

- Remain people-centered in focus throughout this process.
- Provide support for the agency's divisions to meet the goals set forth by their units and staff.
- Complete all noted objectives and goals set forth by DSS / OHS staff by **June 30th, 2028**.
 - Status checks will occur annually in June.
- Goals and objectives will be utilized in staff goals for performance appraisals; this will be to ensure ownership of items at all levels in our organization.





GOAL 1: SAFETY & WELLBEING

Nurture a safe and healthy community

- 1.1 Support community safety through highly responsive services.
- 1.2 Enhance and develop human service initiatives to assist community in accessing existing resources.
- 1.3 Develop County-wide public safety long range plan to include emergency preparedness and response.

UNIT & DIVISION OBJECTIVES

- Child Welfare - Develop and foster a healthy and safe team and workplace, prioritizing strategies that support self-care, connections and resiliency.
 - Child Protective Services (CPS): Develop and foster a healthy and safe team and workplace, prioritizing strategies that support self-care, connections, and resiliency.
 - Family Preservation (FP): A well-cared for and rested staff has a higher performance outcome for the community.
 - Foster Care / Adoption (FC-A): Create a working relationship with the County and Community partners to ensure the safety and well-being of staff and community members. (This could include but is not limited to working with and gaining a better understanding for the need between DSS and Facilities Management regarding the vehicle fleet and providing training around self-care, safety in the field, and emergency preparedness.)
- Human Services - Increase staff capacity to cultivate & maintain an atmosphere that will promote trust, respect, & accountability without consequence.
 - Bright Stars (BS) & Family Support (FS): Increase staff capacity in being comfortable with the uncomfortable by fostering an atmosphere that will promote trusting relationships through mutual responsibility and accountability and transparent and visible leadership.
 - Self-Sufficiency Unit (SST): Create and maintain a space where challenging conversations happen without consequence and be comfortable with trusting one another with respect and accountability.
 - Adult Protective Services (APS): Expand organizational capacity to respond to service and benefits needs.
- Eligibility & Front Office - DSS Eligibility staff, partnering with the Front Office staff, would like to partner with community partners to receive training on available community resources, have protected time to complete training, and hire a DSS navigator to run a resource page and educate clients on community resources.
 - Adult Benefits (ABU): Identify clear expectations around team culture and client interactions to support the unit in team building and psychological safety, mental health, and wellbeing
 - Front Office (FO): Work to build in mechanisms for teambuilding and unit work around community needs and unit training (such as Stress First Aid and/or Trauma Informed Care.)
 - Long Term Care Benefits (LTC): Identify and collect ways to support each other in resource sharing, check-ins, and team chats, for mental health and stress management and prioritize scheduled training, such as Stress First Aid, Trauma and wellness support courses.
 - UVA Medicaid Unit (UVA): Create more self-care and agency promoted safety & well-being opportunities. (Ex. Snow days for the front office.)

- Additional Goals / Objectives
 - Leadership Team (LT) / Administration (Admin)
 - Review Management Team Charters and assess need and redesign if needed
 - Review SOPs agency-wide
 - Build and execute surveys to assess agency needs internally (i.e. psychological safety built into the Employee Engagement Survey)
 - Critical Incident Protocol
 - Promote Self-Care Culture / Wellness
 - Assess work environment for potential critical incidents and for staff safety enhancements.
 - Management Teams – Identified within Objective tables

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Safety & Well-Being

Unit(s)	Objective Identified
Benefits, Child Welfare, Human Services	<ul style="list-style-type: none"> • Expand available / knowledge of available community resources. • Understanding connections between Agency resources and how to build on those: (ACERP and other financial assistance resources; HARTS and how they can assist clients in crisis; Navigator, etc.) • Explore and/or host community wellness drives, (i.e. - coat drive, toy lift sponsor, food drives, etc.)
FC-A	<ul style="list-style-type: none"> • Expanding shelter placement options for children
Child Welfare	<ul style="list-style-type: none"> • After hours coverage assistance and payment recognition for overtime efforts <ul style="list-style-type: none"> ○ Funding for vendors to site with foster care youth ○ Have all staff responsible for sharing the coverage for foster care youth and sheltering
LTC; FO; FP; RRSMT	<ul style="list-style-type: none"> • Create regular social activities outside of work • Intentional team building • Maximize team building opportunities. • Utilize Unit Day Out option for employees
Benefits, Child Welfare, Human Services	<ul style="list-style-type: none"> • Trainings for parents/clients regarding self-care, trauma information, and overall parenting skills that teach healthy boundaries for self-care <ul style="list-style-type: none"> ○ Identify partners for a community health fair ○ Provide community awareness of services provided by the agency ○ Create an engaging DSS Social Media platform ○ Awareness of client resources
Leadership	<ul style="list-style-type: none"> • Critical Incident Protocol <ul style="list-style-type: none"> ○ Finalize Document – Promote throughout agency ○ Ensure ALL staff receive training and consistent support from supervisors and leadership ○ Cultivate a culture of self-care from the top down ○ Develop positive working relationships ○ Supervisors to receive training in trauma-informed responses ○ Structured supervisions to incorporate supportive and educational aspects of supervision (template) (<i>Ensures consistency and equality in supervision.</i>) ○ Building walk-through / Safety Assessment ○ Offer structured staff training / information regarding safety and well-being. • Establish contacts with suitably trained external support (<i>Community connections.</i>)
Benefits; Child Welfare, Human Services, RRSMT	<ul style="list-style-type: none"> • Items & Trainings for staff: <ul style="list-style-type: none"> ○ Critical Incidents; Psychological Safety; Trauma Informed Care; Stress-First Aid; Self-Care/Stress Management ○ Awareness of staff resources (i.e. Self-Care Library, Resources with HR, EAP, & Mental Health, etc.) ○ Decompression debriefs with team members after difficult client visits • Engage staff and create opportunities for employee training, including coverage and protected time for staff as well as identifying training options for staff to take advantage. • Provide Resources / Awareness of resources such as: COVLC, ADP, Community Partners, CPR, de-escalation training, EAP, Internal Self-Care Resource Library, and • Related to work stress and critical incidents: <ul style="list-style-type: none"> ○ Identify and set boundaries for dealing with difficult clients to help staff obtain a stronger sense of psychological safety.

	<ul style="list-style-type: none"> ○ Identify intentional time and space for staff check-ins around mental health, relationship building, decompression, and culture building ● Technology Needs Assessments for staff (i.e. ergonomics / double monitors / standing desks / etc.)
FC-A	<ul style="list-style-type: none"> ● Create “Logistics of Safety” procedures for staff. To include Vehicle Safety (parking where there’s light, wiper fluid filled, full tank of gas, cleaning, charging cords, Bluetooth, etc.), Home visits safety tips/tricks/standards, Security officer at ACDSS, etc. / Allow for team home-visits
FP; APS	<ul style="list-style-type: none"> ● Review and evaluate staff time spent gaining efficiencies: <ul style="list-style-type: none"> ○ Time spent in meetings / meaningfulness of time ○ Explore possible expansion of technology to gain workload efficiency, i.e. data-entry assistance ○ Review and evaluate caseload management and deadline prioritization with staff to gain efficiency in casework. ○ Review mandated timelines to determine if efficiency can be gained ○ Examine caseloads and organization of the work of the agency to ensure gains in efficiency and equity in caseload management
BS; FS; APS; CPS; FP; FC-A	<ul style="list-style-type: none"> ● Identify/support self-care mechanisms and allow time for staff to participate; (team building, flex scheduling, mental health / EAP, self-care days, access to community places for self-care, etc.) ● Encourage use of Mental Health time / PTO usage ● Review flexibility of scheduling to allow for 4-day work weeks whenever possible ● Strengthen and enhance staff awareness and ability to utilize self-care and feel psychologically safe in the workplace as well as decrease stress levels within caseload management ● Work to build a safe culture for the agency/units around equitable treatment, challenger safety, psychological wellness, etc.
LT; OPA	<ul style="list-style-type: none"> ● Continuing annual Employee Engagement Survey ● Incorporate Psychological Safety
CPS; FP; FC-A	<ul style="list-style-type: none"> ● Work to better the pool car system, (scheduling, cleaning, maintenance, equipment like first aid, car seats, etc., as well as other items around this area of need)
SST	<ul style="list-style-type: none"> ● Utilize staff meeting to engage in conversations that allow for challenging the status quo
SST	<ul style="list-style-type: none"> ● Support supervisors in having one-on-one conversations with staff in addressing challenging conversations and behaviors
APS	<ul style="list-style-type: none"> ● Obtain agency provided PPE and equipment like portable stools for home visits.
APS	<ul style="list-style-type: none"> ● Expand resources available to long-term care support and services: <ul style="list-style-type: none"> ○ Explore possible expansion of technology to gain workload efficiency, i.e. data-entry assistance ○ Advocate with the local Health Department to obtain more assistance with screening services ○ Expand availability of Guardianship / Conservators / Power of Attorney’s to better meet this need in the community
Leadership, ESSMT	<ul style="list-style-type: none"> ● Review ESF6 Policy and Plan ● Ensure that shelter training certificates (Red Cross/FEMA) are on file in the training tracker for each unit member ● Provide Shelter training for all managers.
RRSMT	<ul style="list-style-type: none"> ● Revamp and Reintroduce the employee recognition program ● Re-Energize All-Staff Meeting to ensure that recognition months are met, and ownership is gained throughout the agency. (Review effectiveness and meaningfulness of the current staff meeting agenda (recurring items), items added, and the rotation of DEI and CQI moments by units.)
PDTMT	<ul style="list-style-type: none"> ● Rework/Revamp the Employee Extended Orientation ● Ensure the agency’s learning map is up to date and current to agency’s changing needs / environment ● Ensure required annual training courses are completed (Ethics training; Civil Rights, etc.)
Benefits	<ul style="list-style-type: none"> ● Support Climate-Resiliency by ensuring staff are all trained and understand sheltering and D-SNAP policies. / Ensure that all staff have current training in D-SNAP procedures.

GOAL 2: RESILIENT, EQUITABLE, & ENGAGED COMMUNITY

Design programs and services that promote an equitable, engaged, and climate-resilient community.

- 2.1 Develop tools for integrating climate action and equity into programs and services.
- 2.2 Implement the Climate Action Plan and the Biodiversity Action Plan.
- 2.3 Foster community partnerships and engagement around county priorities.
- 2.4 Implement stream health initiatives.
- 2.5 Identify and mitigate community risk while building, sustaining, and validating the community's capability to respond to and recover from disasters and other natural threats.

UNIT & DIVISION OBJECTIVES

- Child Welfare – Building a more robust network of community partners and services to help create a holistic response that is community-wide and offers training, cultural responsiveness, and resources.
 - CPS: Collaborate with agency partners to foster varied community relationships for providing outreach events that are meaningful for clients, understanding available sustainable resources and public services by resource sharing and increasing staff awareness and increased translation services (in person) for field work and document translations to increase access to all cultural backgrounds.
 - FP: Employees whose work/life balance is prioritized will provide better engaging customer service.
 - FC-A: building more robust network of community partners, services, placements, and therapists that help to create a holistic response to foster care management that is community-wide and shared, collaborating with community partners in training for parents, cultural responsiveness, and networking resources for awareness of meeting the needs faced by these families.
- Human Services - Consistently ensure workers have access to and are engaged in professional development to increase their knowledge and emotional intelligence, resulting in an improved ability to serve the community.
 - FS & BS: Ensure workers are appropriately and adequately trained and supported resulting in improved client access to meet the identified service needs.
 - SST: Continue to navigate training and professional development opportunities for staff to ensure we are increasing our knowledge and emotional intelligence to serve the community.
 - APS: Tailoring communication (ASL, Brail, Large print, LEP) to the needs of the community through various mediums/platforms.
- Eligibility and Front Office: DSS Eligibility, partnering with the front desk staff, would like to have a community resource management team to promote quarterly meetings to ensure proper community education on said resources and promote paperless workflow. DSS would also like the county to assist in affordable housing options for all community members and staff.

- ABU: Ensure staff knowledge and delivery of resources outside of programmatic requirements to ensure equitable community awareness and access to resources/assistance and client-resiliency.
- FO: Work to ensure staff are well trained and aware of resources available to clients in need as well as to internal staff for self-care, working as part of a larger workgroup to collect pooled resources for knowledge sharing.
- LTC: Create a mechanism(s) to allow for information sharing about LTC programs to better inform the community as a whole, community partners, internal partners, and other interested parties.
- UVA: Partner with UVA and the CAPE office to create inviting community literature accessible to both internal staff and customers (utilizing UVA's Knowledge Link and DSS SharePoint,) and for use on social media and/or handouts.

2 Resilient, Equitable, & Engaged Community

Unit(s) / Team(s)	Objective Identified
Child Welfare, Benefits, Human Services, Housing	<ul style="list-style-type: none"> • Cultivate a resource list of providers who will provide free or low-cost support and services to staff (counseling, medical, etc.) that is accessible to staff and publicly to clients. <ul style="list-style-type: none"> ○ Create a mechanism that anyone (internal / external clients) could utilize to discover resources for their needs. (Room, Board, SharePoint, etc.) ○ Ensure equitable access to these lists; allow for a printed version to be kept current for staff to give to clients (similar to the “Street Sheet” or “Where to Turn” documents) ○ Find a position in the agency where this can “live” and gain ownership for keeping current as well as a mechanism to allow for staff to update as they find changes, and/or contribute new resources to the list to ensure its growth and vitality.
Child Welfare, Benefits, Human Services, Housing, OPA, Admin	<ul style="list-style-type: none"> • Increase the volume and quality of service vendors, ensure quality working relationships, and a representation of diverse cultures for services provided to clients outside of DSS/OHS services. <ul style="list-style-type: none"> ○ Creates a mechanism for structured check-ins with highly utilized vendors to ensure effective delivery of services ○ Increase the number of CSA vendors by creating outreach mechanisms. ○ Increase funding and resources for prevention services ○ Solicit meaningful feedback from internal and external customers ○ Find additional foster homes to be ready to accept youth in crisis ○ More diversity in foster parents. ○ Recruit therapists that take Medicaid; including but not limited to therapists that are more diverse for more equitable community engagement ○ More traditional services (i.e. return home/IL,CK) ○ Build a better transportation system /partnering with agencies that will provide transportation ○ Supports for families and staff in crisis situations (i.e. foster care child in office – Communication, sleeping arrangements, food/drink.) ○ Allow funding: hotels for parents of children in foster care (“like the FP Unit does”) ○ Enhance TFC ○ Quarterly meetings with foster agencies and parents to share strengths and concerns, collaborating with other service agencies to connect (like a community-wide staff meeting.) ○ Meetings with CBC partners, PACE, and/or NH managers/SWs for information sharing in both directions. (APS/LTC Units)
Child Welfare, Benefits, Human Services, Housing	<ul style="list-style-type: none"> • Ensure that language barriers at work are removed for equitable treatment of all clients. <ul style="list-style-type: none"> ○ Continue meaningful diversity training and engagement with staff. ○ Diversity/Multicultural training for Foster Parents ○ Training for Providers and Community Partners around appropriate responses for clients who speak other languages / from other cultures. ○ Better access for families/workers when there is a language barrier; Providing adaptive equipment to customers (pocket talker); ensuring all materials available in multiple languages or offer a QR code/link with basic information in multiple languages, etc. ○ (Specific to UVA Medicaid Unit) Identify ways for tracking language interpretation usage for the unit (i.e. - UVA Generalized data to be obtained or OPA to assist with collecting information.) ○ Translation services for Latino and other languages in our paperwork and services.
Leadership	<ul style="list-style-type: none"> • Ensure agency compliance for access with LEP (Limited English Proficiency)

	<ul style="list-style-type: none"> ○ Ensure the Language Plan is up to date and on file ○ Ensure information about language needs is kept regarding our community and the language needs faced by our specific agency/community ○ Ensure adequate language services are provided ○ Ensure lobby has adequate language assistance signage (including but not limited to And Justice for All flyers in multiple languages; as well as I Speak cards available to clients.) ● Civil Rights Compliance <ul style="list-style-type: none"> ○ And Justice for All Poster in Lobby ○ Training Tracker: <ul style="list-style-type: none"> ▪ Create Training Tracker / Ensure all staff complete training annually by Jan 31 / Ensure all certificates are scanned into the training tracker and are on file and are of a current date ● ADA Compliance <ul style="list-style-type: none"> ○ Complete Lobby Review and update (See placemaking – Goal # 3.) ○ Ensure auxiliary aids are available for clients at the front office and for use by staff in client interactions, etc. ○ Utilize the Job Accommodation Network (askjan.org) to ensure compliance
Benefits, Child Welfare, Human Services, Human Resources	<ul style="list-style-type: none"> ● Quality and Equity in service provisions <ul style="list-style-type: none"> ○ Translation services for Latino and other languages in our paperwork and services. (*Also noted above in language services section.) ○ Evidence-based training that workers best promote quality and engagement ○ Review accessibility for families with language barriers; create a quality review template to check and ensure all clients receive the same services with language barriers are present. ○ Better visitation support/supervision (i.e. - safe outdoor spaces, in house and/or 3rd party) ○ Staff to take Stress First Aid courses ○ Research and pursue engagement with County wide manager meetings focused on improving leadership and management skills (APS) ○ Case consultations between DSS Departments, Regional or Local – TEAMS Chat? ○ Zip Code study of SNAP Participants to determine where we might market DSS Programs ○ Completed caseload studies to determine if there are more highly populated pockets of need for services for outreach. ○ Meet with and build relationships with internal groups such as: ABD, AS/APS, and others as needed/appropriate. (LTC)
Benefits, Child Welfare, Human Services	<ul style="list-style-type: none"> ● Equity and Inclusion goals: <ul style="list-style-type: none"> ○ Multicultural events in the community ○ Order business cards that are larger font for the Adult Services Unit and for front office for those who are low vision. ○ Training to support equity in customer services ○ Recruit IBA or Office of Equity and Inclusion to offer trainings to staff ○ HUBS at libraries or Train Library staff to assist or do minimal navigation ○ Set up Zoom for calls for shut-ins to be able to reach a worker “in person” ○ Look into adaptive technology for use by clients and/or staff to assist Blind & Hearing Assistance (working with DBHI)
Benefits, Child Welfare, Human Services, Management Teams	<ul style="list-style-type: none"> ● Workload efficiencies and cost effectiveness to serve clients in a more concisely/comprehensively. <ul style="list-style-type: none"> ○ Target service delivery by area to limit transportation costs ○ Review of services provided by zip code (OPA) ○ Coordinate / Schedule internal Policy Refreshers / Trainings ○ Update or create SOPs for clear system processes for crisis situations, standards of service/care for youth and families in foster care. ○ Ensure equitable workload distributions across workers and supervisors

	<ul style="list-style-type: none"> ○ Provide information about professional development; work with COVLC, BeWell, LearnWell, and other local resources to provide more free training for staff. <ul style="list-style-type: none"> ▪ Quarterly virtual trainings for staff as a group (Benefits) ○ Allow staff the opportunity to come back and share information with the staff for ongoing learning. ○ Promote and transition to a paperless workflow. ○ Add recorded lines to phone tree to allow for programmatic information in certain situations. ○ Review best-practices for trauma informed care / Customer Service training around trauma informed care and Stress First Aid for consistent and equitable responses to elevated customers. ○ Maintain and apply the department’s Space Policy and revise as needed to assure the equitable and efficient utilization of space (EESMT) ○ Translation devices (i.e. Dodo Ducks) for home visits when translation isn’t available in quick turnaround time (ITMT / Child Welfare to research)
<p style="text-align: center;">Admin, Benefits, Child Welfare, Human Services, OPA</p>	<ul style="list-style-type: none"> ● Outreach <ul style="list-style-type: none"> ○ Public service announcements to recruit resources and convey information ○ HUBS at libraries or Train Library staff to assist or do minimal system navigation ○ Set up Zoom for calls for shut-ins to be able to reach a worker “in person” ○ Making use of more community organizations (churches, Clubs, Chambers, etc.) to build “Villages” for our children. ○ Information sharing within this model, website review/improvement/awareness, communication billboard (electronic) to share news/activities, offer free stuff to parents to get them to gain our trust? ○ Community events that focus on multicultural celebrations and/or information sharing ○ Create a mechanism for surveying pockets of the community for more targeted response data: <ul style="list-style-type: none"> ▪ Actual Foster Care Youth: What is helpful for equity, engagement, and resiliency, ▪ Community Pockets (Southwood or Church of the Incarnation for example.) ○ Mailing lists to communicate with groups or email blasts (i.e. Internal & foster parents / food pantries / etc.) ○ Outreach for underserved / diverse communities (i.e. Scottsville/Browns Cove) ○ Create a mechanism for sharing outreach events and information ○ Information pamphlets for clients: <ul style="list-style-type: none"> ▪ (APS) Create LTSS information / FAQs for supporting the Front Desk staff to utilize as well as handouts to clients ▪ (LTC) create a shared overview of programs available for people in the community (i.e. CBC-c kids not needing parental income.) (APS & LTC Units) ▪ (UVA Medicaid) Information pamphlets for patients in the hospital setting. Partner with different agencies/community organizations to make information available in the community. Utilize QR Codes on the pamphlet for the Gatekeeper site/information. Ensure materials are available in multiple languages. ○ Advertise programs for outreach with: <ul style="list-style-type: none"> ▪ (UVA) Partner with different community organizations / agencies for distribution of information; use QR Codes ▪ (LTC) School counselors / Internally to share: Bright Stars; Family Support; Family Preservation; CSA; Child Care; VIA; Region 10; “Regular” LTC; JABA / Senior Center; JABA Insurance Counselors; Local Churches; Apartment buildings that serve ages 55+; Doctor’s offices; Meals on Wheels / Local Food Banks, etc. ○ Set up information sessions inside of UVA Hospital (UVA) <ul style="list-style-type: none"> ▪ Target hospital patients and families at various times/locations. (Examples: Spend an hour at the Café during “rush hour” / set up time at the cancer center.



GOAL 3: INFRASTRUCTURE AND PLACEMAKING

Invest in infrastructure and amenities that create connection, opportunities, and well-being.

- 3.1 Deploy county-wide communications through broadband programming.
- 3.2 Ensure that long range water and wastewater plans are in alignment with our development goals by partnering with Rivanna Water Sewer Authority and the Albemarle County Service Authority.
- 3.3 Determine the level and extent of services necessary to create a public works department for enhanced maintenance of public rights of way and other infrastructure of public use.
- 3.4 Implement long-range plans to embrace multimodal connectivity.

UNIT & DIVISION OBJECTIVES

- Child Welfare: Creating vibrant, calming, and aesthetically pleasing indoor/outdoor spaces, for both staff and clients, promoting robust connections with peers and agency to increase staff wellness & overall satisfaction
 - Child Protective Services: Identify and Protect funding and resources that will allow our agency to invest in outdoor workspaces and natural spaces for community needs around safety, permanency, and well-being
 - Family Preservation: Customers will have streamlined access to services, staff, and resources
- Human Services: Create opportunities for outreach & education to expand access to human service programs.
 - Bright Stars & Family Support: Improve collaboration between the Office of Human Services and community partners to create inclusive physical spaces and accessible opportunities for the clients we serve in our community
 - Self Sufficiency Team: Streamline a creative way for DSS and Human Services to align and create an opportunity for outreach and expanded roles of Self-Sufficiency under the umbrella of Human Services
 - Adult Protective Services:
 - Provide training and education to communities in Albemarle County on Adult Service programs.
 - Expand opportunities for internal customer gatherings.
 - Assess the lobby for accessibility, safety, and inclusion (i.e. hearing devices, sturdy furniture).
- Benefits & Front Office: Investing in DSS staff by promoting more self-care and providing perks such as a Zen room, gym discounts, increased annual leave, and providing time for staff practicing self-care, while also investing in our agency by having a more trauma informed and diverse lobby for our clients.
 - Adult Benefits: Increase awareness of both internal/staff mental health resources and client access to community resources.
 - Front Office: Work to enhance the lobby to create a warm, welcoming space that is inclusive, meets ADA compliance, and is client friendly and trauma informed environment.
 - Long Term Care Benefits: Gain a full understanding of resources available to staff that are already in place as well as identify new possibilities.
 - UVA Medicaid Unit: Identify spaces for use for self-care and for outreach in and to the community utilizing already available partners and resources (such as libraries, community centers, churches, etc.); creating a self-care listing for internal staff and client's that need respite time as well as places for outreach.

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Infrastructure and Placemaking

Unit(s) / Team(s)	Objective Identified
Benefits, Child Welfare, Human Services, Leadership, ESSMT, ITMT, RRSMT	<ul style="list-style-type: none"> • Office and Building Safety / Enhancements <ul style="list-style-type: none"> ○ Budget for office decorations and/or ergonomic / comfortable spaces in offices ○ Gas Pump(s) at 5th Street ○ Outdoor workspaces / garden(s) (workspaces designated <i>away</i> from smoking for staff and/or client visitation) (Could a small playground for child visits be possible?) ○ Break room(s) that are more comfortable and relaxing. <ul style="list-style-type: none"> ▪ Stoves in the kitchens / Experiences for Foster Children &/or staff in break room ○ Work with FES to have cleaning crew clean conference rooms, kitchens, & other common areas. Requesting cleaning schedules are current and more frequent. ○ Increase the individual sense of belonging in shared spaces for clients and staff: <ul style="list-style-type: none"> ▪ Trauma-informed interview rooms and other Social Service/Human Service spaces. (For clients and staff) ▪ More toys for older kids in visitation ▪ Open & welcoming building with brighter colors, paintings, and office paint options. ▪ Less harsh lighting/floor lamps as options, ▪ Snacks and water for staff? • Coffee area for families ▪ Common & open workspaces for those who don't have offices in the building. ▪ Pumping room / rest space ▪ Dedicated, private workspaces at Bright Star Schools that allow for private and child connection ▪ Access to prevention services in more schools ▪ Identify and create a Self-Care space / Wellness Room (Possibly work with HR) ○ Lobby specific updates: <ul style="list-style-type: none"> ▪ (Several noted below in placemaking for inclusion.) ▪ Work with FES to request a cleaning schedule for furniture and carpets ▪ Update paint in lobby – allow for more warm/welcoming space ▪ Update children's area / Ensure books are available from the library. ▪ Check-in System (1) Add ACERP (2) Review effectiveness of check-in system with using client's primary language (Are there updates available to help utilize languages more comprehensively?) ▪ Understanding and creating a comprehensive list of required items for lobby display (i.e. And Justice for All Poster) per state/federal guidelines: Are there requirements for DSS, Housing, HS, EEOC, HR, Federal hiring, etc.) Ensure list is current and all items are up to date and visible as required (utilizing multiple languages as available.) ▪ Construction for 3rd window ▪ Client resources advertised in lobby ▪ Work with law enforcement to create a mechanism for “silent reporting” for domestic violence or human trafficking as well as training on utilizing this with staff. ▪ ADA Compliance Review (update furniture for items that have sturdy arms, etc.) ▪ Update technology in phone room

Benefits, Child Welfare, Human Services, Leadership	<ul style="list-style-type: none"> ● Placemaking for Inclusion: <ul style="list-style-type: none"> ○ Interpretation services by video chat/on zoom meetings ○ Provide written material in multiple languages ○ Ensure that all welcome materials for staff are in multiple languages. ○ Examine the location of main entrance (near police station?) (Can phone room ramp door be available for entry also?) ○ Access lobby for inclusivity needs; (for example - ADA compliance, language services, safety, hearing devices or other adaptive equipment, etc.) ○ Inquire with Zoning to see if there are any ACO-owned properties that could be utilized by staff for events in the community for other purposes. ○ Bridging school initiatives with Human Service / DSS initiatives (i.e.: Community day for Medical Resources / Health Fair, Parent Ride Shares, Hosting nights for foster parents to gather, etc.) ○ Host community-wide trainings on AS/APS, substitute decision making, and estate planning. ○ Cell phones for benefits staff to reduce missed calls and “phone tag” to/with clients ○ Promote resources externally for clients – i.e. Social Media platform for DSS/Newsletter / Webinar
Leadership	<ul style="list-style-type: none"> ● Review the possibility of a Wellness workgroup or team ● Critical Incident Protocol (see goal #1) <ul style="list-style-type: none"> ○ Assess work environment for potential critical incidents ○ Ensure all staff are familiar with the protocols ○ Train managers on how to work with/support staff who have experienced an incident
Benefits, Child Welfare, Human Services, Leadership, RRSMT	<ul style="list-style-type: none"> ● Internal staff connections and connectivity (overall wellness) <ul style="list-style-type: none"> ○ Increased training and follow-through support regarding DEI and other aspects of I&B ○ Grow unit connections / create space for unit day out planning / team building / bonding events ○ Cultivate / Populate allyship and inclusion through social/hobby groups ○ Prioritize and support staff mental health and services <ul style="list-style-type: none"> ▪ Create overall awareness of programs and resources available to staff. (Centralized location such as Sharepoint?) - such as EAP Resources, BeWell site, Self-Care Library, Zen/Meditation room, etc. ▪ Request from HR or cultivate a list of resources available to staff. ▪ Obtain a “where to turn” for navigating HR concerns an issues. ○ Send out “newsletter” style items for all staff to see what’s happening in each unit ○ Offer Job Shadowing program internally with DSS/OHS/Housing ○ Expand opportunities for internal customer gatherings; agency event with staff and their families, tie-dye event, unit gatherings, bonding time that’s not over work
FP	<ul style="list-style-type: none"> ● Resources: <ul style="list-style-type: none"> ○ Obtain and utilize a Systems Navigator position ○ Access to/cultivate community resources: Family homeless shelter, teen safe homes, etc.
FC-A	<ul style="list-style-type: none"> ● Cultivate, invite, and encourage internal wellness opportunities: <ul style="list-style-type: none"> ○ Such as: weekly wellness classes; Sunlight in building; Better walking paths; stipends for wellness facilities (i.e. - Aqua float / cryocenter / ACAC); Quiet room to regroup / Stillness room; Mental Health days; Paid workout hour; Classes at building (i.e. Yoga in room A)
UVA	<ul style="list-style-type: none"> ● Programmatic Marketing and community awareness specific to UVA Medicaid Unit: <ul style="list-style-type: none"> ○ Create an “advertisement list” for UVA services and programs, such as information pamphlets (created in previous goal) and happenings/events around UVA/ACDSS. ○ Advertise to places such as: Low-income housing, apartment complexes, community centers, libraries, etc. (Places not previously utilized as information hubs.)

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| | <ul style="list-style-type: none">○ Coordinate with groups such as church youth groups to have an event for youth while the parents learn about benefits programs and other programs available in the community or through social services.○ Coordinate with groups such as church youth groups to have an event for youth while the parents learn about benefits programs and other programs available in the community or through social services.○ Utilize already in place events for this time of planning: For example: Central Library does the “Lego days” and a partnership could be established for “Building Blocks” to bring the kids to play with Legos while we help.○ Partner with UVA on Resource Health Fairs.○ Assist community partners or Plan along with community partners a Youth Fair / Youth Day. Where kids can play, and parents can receive information about community resources.○ Assist to create or advocate for the create of a “RESOURCE FAIR” in the community. Gather community partners such as fair housing, low-income housing, UVA financial services, AHIP, LOVE Inc, SST Units, etc.○ Create a list of places for people to utilize when in need of respite moments (either internal staff or clients/loved ones of UVA Patients.) This list would include resources in and around UVA Hospital such as, The Link, Chapel, Self-Care Libraries on SharePoint, Parks and Gardens around the Hospital, etc.) |
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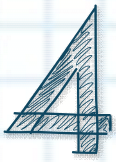
GOAL 4: QUALITY OF LIFE

Encourage a vibrant community with economic and recreational opportunities that serve all community members.

- 4.1 Develop AC44 Comprehensive Plan updates and Zoning modernization.
- 4.2 Update Project Enable to include County's role in Economic Development.
- 4.3 Implement Housing Albemarle.
- 4.4 Integrate parks planning with multi-modal transportation planning across the County.
- 4.5 Enhance overall access to parks and recreational opportunities with emphasis on urban neighborhoods.

UNIT & DIVISION OBJECTIVES

- Child Welfare: Creating, promoting, and providing access to holistic wellness benefits to best serve and more efficiently meet the needs of staff and the community.
 - CPS: ... by staying informed and promoting for community outreach and internal events as well as in partnering with HUD/Housing and other community partners.
 - Family Preservation: Improving mental health for staff and customers will create a healthier community.
 - Foster Care / Adoption: ... creating, promoting, and providing access to holistic wellness benefits to best serve and more efficiently meet the needs of the community.
- Human Services: Normalize self-advocacy in prioritizing self-care with flexibility, autonomy, and innovation to promote growth, prosperity, and productivity.
 - Family Support & Bright Stars: To support staff well-being, workers will be encouraged to take care of themselves, professionally and personally, and be supported in having the appropriate flexibility, autonomy, and innovation in the work they do, resulting in greater community service.
 - SST: Continue to build upon self-care of SST staff, allowing flexibility of recognizing that mental health check-ins are necessary to growth and productivity of SST staff.
 - APS: Collaborate with other County departments in the development and presentation of County services to enhance access to programs and services (scams and police department, housing and tax assistance. Send out informational flyers, conduct presentations).
- Eligibility and Front Office: DSS Eligibility, partnering with the front desk staff, would like to promote a more vibrant community by hosting several different community events and having adequate staff coverage for all employees to attend community events and get to know the community better and inform the community of resources available to them.
 - Adult Benefits: Create and/or support community outreach for the community to share knowledge of programs and resources
 - Front Office: Find ways to connect with peers and community members/clients that will allow for a more meaningful work environment and review coverage mechanisms to assist in unit-availability for meeting time as well as a physical space.
 - Long Term Care Benefits: Find ways to connect with other staff and units in the agency as well as with community partners and other DSS agencies.
 - UVA Medicaid Unit: Provide opportunities for community education (and time to attend for staff) community, agency, and unit-level events. Advocate for (mandatory) mental health days and diversity days.



Quality of Life

Unit(s) / Team(s)	Objective Identified
Child Welfare	<ul style="list-style-type: none"> ● Building a sense of community among the agency employees: <ul style="list-style-type: none"> ○ Wellness activities for staff / Host events such as Bingo, Trivia, Cornhole, Food Truck Days, Family Nights with DSS Staff, promote community recreational programs (soccer, kickball) etc. with community partners and other teams within DSS.) ○ Access to/creation of interest groups for staff, (i.e. county sports, women’s team/ recreational teams) ○ County networking opportunities (meet & greets) ○ Optional mental health day activities / Dedicated mental health days (outside of PTO) ○ Paid paternal leave
Child Welfare	<ul style="list-style-type: none"> ● Updates / suggestions for the physical work environment <ul style="list-style-type: none"> ○ Common spaces outdoors for gathering / indoors for meditation ○ Ensure safe access from/to COB 5th Street to Biscuit Run Park ○
Child Welfare	<ul style="list-style-type: none"> ● Update Visitation Room(s) / Find additional resources for casework to be more trauma informed <ul style="list-style-type: none"> ○ Outside areas for children to play during events at agency with liaison to supervise and educate. ○ Beautify, clean, and ensure they are trauma-informed and inclusive ○ Purchase a small playground (fenced in) for visits and a picnic area for staff/clients.
Benefits, Child Welfare, Human Services, Housing	<ul style="list-style-type: none"> ● Community and Client Quality of Life: <ul style="list-style-type: none"> ○ Increase funding for ACERP ○ Recruit more affordable childcare options ○ Recruit more foster care and respite families ○ Identify more community resources for teens that are “difficult to place” (i.e. “a” home) ○ Increased access to free or low-cost mental health & physical health care ○ Free access to ACO Parks for all ACPS students & their families ○ Afterschool & summer programming for children preschool through 12th grade ○ Research and help to address the causes of youth gun violence in Albemarle County / or at an advocacy level with the state ○ Increase accessible parent care needs through community partnerships. (i.e.: More parent involvement, Include UVA education department for support (after school), Increase clubhouse outreach, Better childcare opportunities, Parent afterschool share groups) ○ Accessible parks in the community ● Increase Public Awareness of programs, services, & Community Resources & Events <ul style="list-style-type: none"> ○ Using social media and newsletter to promote summer camps, recreational opportunities ○ Newsletter ○ Public Resources listing (Ensure all workers have the same list of resources to share) ● Community resources that are at a reduced price for clients ● Mobile community outreach (bring us to the clients.) <ul style="list-style-type: none"> ○ For example: Family nights in community hosted by DSS / Playground accessibility / More parks / More visibility in the community / Community learning nights / Community services days / Host collaboration days with community partners ○ Volunteer at outreach events / Participate in health fairs already in place

	<ul style="list-style-type: none"> ○ Outreach pamphlets to local community “hubs” (i.e. Church of the Incarnation regarding RCA/SNAP/MA or The Senior Center / JABA regarding QMB/SLMB/etc.) ○ Offer to host a “Learn from each other” meeting with the JABA insurance counselors or other community partners (small forum.) ○ Community awareness and access to resources ○ i.e. Harvest Party, trunk n treat, job fair, clothes closet ○ Learn how SSA and Medicaid Work together (for example – how is Part D paid?) ○ Schedule Trainings with/from Regional Specialists ○ Partner with JABA Ins. Councilors ● Community Housing Needs <ul style="list-style-type: none"> ○ More support for parents with difficult housing placements (felons, undocumented, etc.,) ○ More affordable housing for clients (DSS Apartment?) ○ More accessible mental health services (lessen wait times in ER for children),
FP; FC-A	<ul style="list-style-type: none"> ● Staff Mental Health <ul style="list-style-type: none"> ○ Quick access to short-term therapeutic tools to immediately relieve impact of staff trauma; such as in-office therapists for staff / staff families ○ More & standardized mental health days ○ Agency Culture to shift focus to staff’s mental health and work/life balance. Putting value on the staff member’s emotional well-being and their family life. ○ Direct check ins between units, assistant directors, and directors ○ Close the agency for wellness days/activities (not require some staff to always miss out) ○ Therapy Dog / Bring your dog to work day ○ Available health foods/snacks and gathering spaces ○ Affordable and accessible healthcare ○ Shared outdoor space for gathering and indoor spaces for meditation, solo and in groups. ○ Get Biscuit Run finished (ensure safe access to DSS 5th street building); Promote.
FP; FC-A; FO; UVA	<ul style="list-style-type: none"> ● Staff benefits: Increase offerings and/or awareness: (i.e. - Staff/Family perks (i.e. pool / lake access), Gym memberships, Increased access to EAP, Better insurance policies w/ decreased employee contributions, More liberal leave policies (i.e. bereavement; FML), Wellness activities for staff, Affordable & accessible healthcare ● Request that HR review leave policies and possibly increase staff support through mental health days, PTO, and parental leave. ● Alternative office closure time: (Present a proposal with research/benchmarking & DSS Check-in System data reports to request an alternate office closure time for the agency, allowing for FO staff to increase work/life balance, quality of agency life, & unit flexibility for some work meetings or trainings.) ● Flexibility in Agency closures / Coverage: <ul style="list-style-type: none"> ○ Allow for building / office closures for staff to attend agency functions, luncheons, trainings, etc. ○ List ideas to assist with getting coverage volunteers ○ Coverage planning? Who can cover? Etc.
Benefits, Child Welfare, Human Services, Leadership, RRSMT	<ul style="list-style-type: none"> ● Public and Internal Community Resources Listing <ul style="list-style-type: none"> ○ Create a “Street Sheet” internally for FO to pass out to clients. ○ Create a mechanism to ensure all information remains updated and current ○ Ensure that the resource listing internal for staff and public for clients ○ HR Resources available? -- Reference Guide for Staff? ● Identify resources for staff to manage personal concerns (EAP Resources available.) ● Advocate for diversity days and/or mental health days
Benefits, Child Welfare,	<ul style="list-style-type: none"> ● Find ways to gain efficiency for documentation (better technology, casework shift for support, etc.) <ul style="list-style-type: none"> ○ Payment and Funding System Technologies: <ul style="list-style-type: none"> ▪ Pay AA electronically (direct deposit): (FC-A)

Human Services	<ul style="list-style-type: none"> ▪ Electronic system to process/circulate funding (FC-A) ○ Identify centralized person to help with hiring (FTE hire / shift) ○ Identify work that could shift to support staff, train, and delegate on those tasks. ○ Easy and clear processes to get work supplies and maintenance done ○ Balance workloads for equity. ○ Manageable workload for staff to be able to take time for appointments
Benefits, Child Welfare	<ul style="list-style-type: none"> ● State Level Support <ul style="list-style-type: none"> ○ Advocate with State IT for updates and supports to OASIS, VaCMS, Safe Measures, etc. ○ Request regional consultants to provide supports
Child Welfare	<ul style="list-style-type: none"> ● Clean pool cars / increase frequency of servicing
SST	<ul style="list-style-type: none"> ● Managing expectations of psychological safety during times of challenge and discomfort.
SST	<ul style="list-style-type: none"> ● Increasing AAP provider rates, potentially \$32.00 for Companion Services.
APS	<ul style="list-style-type: none"> ● APS representation on TRIAD
APS	<ul style="list-style-type: none"> ● Continued collaboration with ACPD to address financial exploitation and other forms of adult abuse, neglect, and/or exploitation.
APS	<ul style="list-style-type: none"> ● Utilizing the ACERP services for utilities and other housing related expenses.
APS	<ul style="list-style-type: none"> ● Flexible workspace arrangements.
Benefits	<ul style="list-style-type: none"> ● Conduct a customer/client survey
FO; UVA	<ul style="list-style-type: none"> ● Plan & Schedule a Unit Day Out <ul style="list-style-type: none"> ○ Create an information sharing page on Sharepoint for managers/staff to find resources for planning Unit Day Outs and other various events. (including but not limited to; icebreakers, team building ideas, food ideas, activity ideas, etc.)
UVA	<ul style="list-style-type: none"> ● Plan and achieve UVA Staff events around educational needs/professional development for the unit.
Leadership	<ul style="list-style-type: none"> ● Ensure equity in supervision; use of time, template for conversations if needed, supportive growth, feedback, etc.
Leadership	<ul style="list-style-type: none"> ● Critical Incident Protocols; offer training throughout the agency, resources to staff in a listing/kit/Sharepoint, etc.
ESSMT	<ul style="list-style-type: none"> ● Monitor use of common space ● Organize and provide for periodic Clean Up Days
RRSMT	<ul style="list-style-type: none"> ● Support various professional recognition months ● Promote events that support the community life of the organization; Suggestion: recreational opportunities?



GOAL 5: EDUCATION AND LEARNING

Support exceptional educational opportunities.

5.1 Collaborate and provide support for the Albemarle County Public Schools Strategic Plan.

5.2 Foster partnerships with CATEC, PVCC and UVA to advance our workforce pipeline, economic development, and affordable housing goals.

UNIT & DIVISION OBJECTIVES

- Child Welfare: A well-educated staff creates and contributes to a well-educated community by creating & supporting culturally responsive learning opportunities inside & outside of the agency.
 - Child Protective Services: Support exceptional educational opportunities by developing and supporting internal infrastructures for the unit to engage in professional development as a group or individually.
 - Family Preservation: A well-educated staff creates/contributes to a well-educated community.
 - Foster Care / Adoption: ...creating and supporting culturally responsive learning opportunities within and outside of the agency to promote and support community engagement and professional development.
- Human Services: Increase opportunities and decrease barriers to professional development, which supports the expansion of worker expertise and knowledge, leading to greater satisfaction of our customers.
 - Bright Stars & Family Support: Minimize artificial barriers so staff will have greater access and the opportunity to participate in trainings which support and promote personal and professional development.
 - Self Sufficiency Team: Continue to promote personal and professional development, expand the outreach and community opportunities with Human Services.
 - Adult Protective Services: (1) Provide training to the community for internal and external customers on trends in successful aging in place. (2) Advocate for advanced learning opportunities to expand worker expertise and knowledge.
- Benefits & Front Office: Provide time (protected time) to take work related training, more funding for continuing education courses/certificates directly relatable to current job or for advancement, and internal career growth opportunities, for example career ladders.
 - Adult Benefits: Build unit support for training time and find opportunities for training that will benefit both the individual and unit needs.
 - Front Office: Ensure that staff at the front office have equitable access to training and educational opportunities as well as a more thorough knowledge of benefits available to them from Human Resources, EAP, and other employee benefits/resources.
 - Long Term Care: Identify and schedule or share learning and training resources for unit benefits (and/or shared benefits units' benefits.)
 - UVA Medicaid Unit: Provide time and more funding for continuing education and career growth opportunities.

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Education & Learning

Unit(s) / Team(s)	Objective Identified
	<ul style="list-style-type: none"> • Create a system that is clearer for professional development opportunities such as development of the career ladder. (Step promotions, Career Ladder, Leadership Academy, etc.)
Benefits, Child Welfare, Human Services; Leadership	<ul style="list-style-type: none"> • Increased flexibility (and manageable workloads) for staff that are seeking training or educational opportunities. • Encourage pursuit of higher education; allow more flexibility; reimbursement program; pay incentives; encourage college credit for training as well as the opportunity for higher degrees/obtaining degrees. • Provide more quality training, classes, &/or conferences to all staff such as: <ul style="list-style-type: none"> ○ Increased alignment with Human Services to elevate higher education/available programs ○ Allowances for larger training to be approved or unique training opportunities to be found outside of the County/City/Immediate area such as Out of state / National speakers ○ Partner with UVA / PVCC ○ Research &/or Propose to HR Immersion travel program ○ All staff trainings (for example – during staff meeting times.) ○ Job Shadowing and/or cross training with other units. • Allow staff to attend training together in peer groups/pairs <ul style="list-style-type: none"> ○ More all-staff, child welfare trainings when appropriate – the units are too siloed in their knowledge base and units • Allow training to be for areas of interest (no more mandatory / allow staff to choose topics they enjoy) Allow for different types of learning opportunities; games; speakers; learning styles, etc. • Ensure equity in training budget allocations / Make training available to all staff members (not just the ones chosen by management) / (Admin: Ensure that managers are approving training courses equitably) • Encourage a culture of training and growth; encourage staff to ask for trainings as part of the agency’s culture and for supervisors to discuss professional development with employees in their monthly conferences. Utilize professional goals as part of this opportunity. • Train in expectations for responses • Staff to use knowledge and experience within the department and provide space for people to share what they have learned with their units, divisions, and/or agency staff meeting • Collaborate with UVA and Region 10 CSB for training on wellness/wellbeing.
Adult Services	<ul style="list-style-type: none"> • Professional Development (APS): <ul style="list-style-type: none"> ○ Specialized training from DARS staff tailored to the needs of the ASU ○ ASU Staff regularly attends DMAS Community Connection trainings for LTSS processes, services, and updates
Benefits; Front Office	<ul style="list-style-type: none"> • Professional Development (Benefits): <ul style="list-style-type: none"> ○ Review EW Class/Compensation ○ EW Career Ladder ○ Find Opportunities for internal growth ○ Leadership Development Plan(s) (opportunities; development map/outline/program) ○ Training Resources: Provide local level refreshers; regional consultant training; BPRO resources; awareness of training resources available: HR, COVLC, ADP, County learning catalog, Learning library, the “Kaki Library”, JMRL online courses; etc.; allow for knowledge sharing by staff (LTC: SSA Office/JABA)

Benefits; Child Welfare; Human Services	<ul style="list-style-type: none"> ● Community outreach/programs: <ul style="list-style-type: none"> ○ Develop or optimize already developed community outreach opportunities specifically in marginalized communities / Intentionally planned involvement with targeted community partners ○ Ensure outreach is in multiple languages for ESOL clients. ○ Workshops for professional and personal development for the community, ○ Client focus groups ○ Attending community and/or family events as a positive reflection to community ○ Create or Find training with/for parents & families ○ Incentivize client learning ○ PSAs: Media coverage re: Family Support and Bright Stars, events, etc. ● Community Resources: <ul style="list-style-type: none"> ○ Educate the public on our services and resources available for community support ○ Effective communication between community and service system / “Advertising” for agency services offered: Webinars, Social Media, Newsletters, DSS Fairs, etc. / ○ Highlight local organizations that educate and meet community needs ○ Ensure the list includes resources and programs for teens (i.e. “A” home or DSS links to supportive teen programs such as camps) ● Expand partnerships with providers to fill unmet needs ● Educate schools and providers about mandated reporting. ● Host a DSS Community Day ● Hosting community wide events to share information about Human Services programs and the SST programs. ● Identify training available from UVA for community and/or staff to attend and ensure communications around those trainings. ● Cultivate self-care training and resources for parents/care-givers/guardians
FP	<ul style="list-style-type: none"> ● Increase internal communication across DSS teams, units, and divisions
FP	<ul style="list-style-type: none"> ● Ensure quality control via case reviews
Benefits; Child Welfare; Human Services; Leadership	<ul style="list-style-type: none"> ● Increase staff awareness of learning about self-care opportunities: (wellness room, program supports, EAP, monthly messages, health benefits, activities in agency/opportunity to attend, update break areas/meditation area, BeWell Albemarle Resources, etc) ● Ensure all staff have education/training aligned with the Critical Incident Protocol (Trauma Informed Care Training / Stress 1st Aid Training for example) ● Create a Sharepoint space for Mental Health / Self-Care Resources: Collected information hub for staff to utilize as needed. ● Review workloads for shifts in work duties to create equity in workload distribution and gain efficiencies ● Ensure employee onboarding is current, impactful, and consistent across all units
APS	<ul style="list-style-type: none"> ● Internal staff newsletter on aging in place, long-term care options
Benefits	<ul style="list-style-type: none"> ● Ensure the process for unwinding is seamless for our clients and community by working to optimize staff efforts toward upkeep on cases that were outdated.
FO	<ul style="list-style-type: none"> ● Add any missing processes to the Front Office Manual / Review annually
FO	<ul style="list-style-type: none"> ● Ask the OPA (Katie Batten) to train on data available to front office, how to access, and utilize data.
FO	<ul style="list-style-type: none"> ● Create any missing / or update any current desk tools or “How to’s” for front desk processes; review them annually. (Examples: Postage machine, Using Check-in System, How to look up a client in VaCMS, How to Key in an EBT Card / help a client with pinning their new card, etc.) <ul style="list-style-type: none"> ○ Use process mapping while in the process of creating how-to’s to review if there are efficiencies that could be gained. While working on these documents ask, “Are there any “better ways” to do things?” ○ Gather information on what each unit does and how each unit is supported by the front office for the purpose of training new staff

FO	<ul style="list-style-type: none"> • Engage with other places/resources in the County
Leadership	<ul style="list-style-type: none"> • Seek to expand Education Budget
Leadership	<ul style="list-style-type: none"> • Ensure all mandated trainings are completed and the agency has accounted for and filed all required training certificates.
Leadership	<ul style="list-style-type: none"> • Critical Incident Protocol <ul style="list-style-type: none"> ○ Train staff in the development of healthy coping mechanisms/techniques and Stress First Aid ○ Train all supervisors such that they feel skilled and confident in trauma-informed supervision ○ Have all supervisors complete and use the skills learned from Resiliency Alliance ○ Train and support supervisors to be able to attend to staff who have experienced an incident ○ Establish contacts with suitably trained external supports ○ Develop procedures for responding to identified critical incidents ○ Make sure that workers are familiar with these procedures
ESSMT	<ul style="list-style-type: none"> • Schedule training for all staff to ensure awareness and knowledge of duties as may be required for the smooth operation of shelter management
ITMT	<ul style="list-style-type: none"> • Work with IT to / or create quarterly emails to highlight available IT trainings (such as Office 365 videos) that any staff member could access to learning about frequently used programs
RRSMT	<ul style="list-style-type: none"> • Work to obtain all-staff training around: Self-Care, Resiliency, or Stress Management
IBA	<ul style="list-style-type: none"> • Collaborate with all management teams on training investments that would be useful in supporting ACDSS's mission, values, and beliefs around inclusion, belonging, equity, and diversity.
IBA	<ul style="list-style-type: none"> • Create and utilize an onboarding tool for all employees to increase accountability for an inclusive workplace.
IBA	<ul style="list-style-type: none"> • Create a resource vetting tool for employees to submit DEI training assets for review and use in knowledge sharing. <ul style="list-style-type: none"> ○ Create a set of parameters that will allow for training resources to be vetted by the IBA consistently. ○ Create a library with vetted tools.
IBA	<ul style="list-style-type: none"> • Create an awareness of cultural recognition months by offering information to staff to self-educate

GOAL 6: WORKFORCE AND CUSTOMER SERVICE

Recruit and retain engaged public servants who provide quality government services to advance our mission.

- 6.1 Implement a total compensation structure that makes us highly competitive compared to other employers.
- 6.2 Implement a comprehensive staff development and wellness program to retain highly qualified staff.
- 6.3 Modernize business processes and technology to transform customer service demands.
- 6.4 Implement office space planning and strategies with a focus on improved customer service, efficiency, and employee wellness.

UNIT & DIVISION OBJECTIVES

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- Child Welfare: Developing & implementing a meaningful onboarding process by creating and disseminating unit-specific and appealing recruitment materials providing robust rewards/incentives.
 - Child Protective Services: ...by creating and disseminating unit-specific and appealing recruitment materials, providing robust rewards/incentives, and developing and implementing a meaningful onboarding process.
 - Family Preservation: We will listen and act on feedback to support the social safety net.
 - Foster Care / Adoption: ...by creating opportunities to enhance the overall wellness and performance of staff by budgeting for specialized support positions, identified by the team, and advocating for best practices in staff/team retention.
 - Human Services: To have a consistent, equitable work environment where people feel a sense of belonging, feel valued, and comfortable beyond compensation.
 - Bright Stars & Family Support: Increase quality customer service, staff will be encouraged to develop individual skills and interests to increase morale/staff retention and support cultural responsiveness.
 - Self Sufficiency Team: As we maintain quality customer services, Self-Sufficiency will be encouraged to seek and attend professional development opportunities outside of the normal day-to-day operations. The skill will allow for additional learning and natural skill-based learning opportunities. The thought is the ongoing learning would broaden the scope of how we serve both internal and external customers equitably.
 - Adult Protective Services: Create a work environment where people feel a sense of belonging, valued, and comfortable beyond financial compensation.
 - Benefits & Front Office: Restructure services to provide employee recognition, appropriate staffing levels with the appropriate pay classification/job descriptions, bonuses, performance salary increases, support a healthy work-life balance, and self-care opportunities.
 - Adult Benefits: Create/cultivate a unit culture of support, learning, and a “safety-net” outlook for each other by ensuring mental health, well-being, and safety with each other and in leadership at all levels.
 - Front Office: Enhance the onboarding process and user manuals for the front office to include addition of new items/mechanisms, ensuring all staff are aware of the benefits available to them through HR, EAP, and other employee resources.
 - Long Term Care: Seek clarification from entities that affect processes and employee well-being to offer consistent answers to both clients and staff.
 - UVA Medicaid Unit: Utilize existing services, programs, and partners to recruit and retrain quality staff (i.e. attending UVA Career Fairs, Childcare/VIEW Career fairs, doing “market research” with the other HBU’s in the state, ordering UVA MA Swag, and providing events such as a Unit Day Out.)



Workforce & Customer Service

Unit(s) / Team(s)	Objective Identified
Child Welfare	<ul style="list-style-type: none"> ● Requesting Additional Staff: <i>** (The County's approved budget will determine if this goal is met.)</i> <ul style="list-style-type: none"> ○ CPS Assessor Position ○ (FC-A) 2 FTEs to handle Monthly provider reports, funding processes, & help with PT BPS work
Benefits; Child Welfare; Human Services; Leadership	<ul style="list-style-type: none"> ● Review the process for recruitment: Ensure all supervisors are utilizing the same methods and processes in their hiring methods; Leadership/Administration to create process flowcharts / steps for hiring; ensure that the same processes (i.e. matrix / phone screenings / etc.) are being utilized consistently across the agency's hiring managers; ensure managers aren't seeking overqualifications (i.e. preferred degree beyond posting requirements / hiring for experience when on the job training is an option, etc.) ● Identify "where we currently looking" as an agency currently by division and expand areas of "advertising" for positions (i.e. schools, universities, job fairs, "BPRO blasts", local library flyer(s), partner with Career Center for advertising, utilize Child Care / SST Job expos when available, provide clarity around "what's allowed" for word-of-mouth by social media, etc.) ● Ensure that all hiring managers discuss with their supervisors what they are looking for and why in a candidate to ensure equity in creation of hiring matrix or other process steps (i.e. "green" or already trained? Preferred education level? Preferred bi-lingual? Etc.) ● Ensure that all managers are aware that hiring material must be provided to the administrative coordinator (Kiersten Trader) for documentation and audit purposes.
FP	<ul style="list-style-type: none"> ● Paid community days with engaging the public (such as United Way's Day of Caring.)
Benefits; Child Welfare; Human Services; Leadership; PDTMT	<ul style="list-style-type: none"> ● Update and review onboarding processes: <ul style="list-style-type: none"> ○ Review and revitalize the agency's extended orientation process (Leadership / PDTMT) ○ Review and revitalize the agency's learning map (Leadership / PDTMT) ○ Ensure each unit has a training/onboarding process / learning map specific to their work so that new hires are trained consistently within each unit ○ Create a Sharepoint space for each unit to store training materials, FAQs, Quick links, (etc) for new staff to utilize. ○ Create and utilize desk tools for each unit; allowing new staff to have quick guides for reference ○ Revisit agency-wide Buddy Program (?) OR create a buddy system within each unit so that new staff have a point-person for questions. ○ Create/Update/Review any unit-level manuals, How-to sheets, Cheat sheets / desk tools already in place and ensure equitable distribution to new staff.
Leadership	<ul style="list-style-type: none"> ● Critical Incident Protocol as a mechanism to assign with retention <ul style="list-style-type: none"> ○ Train staff in the development of healthy coping mechanisms/techniques and Stress First Aid ○ Promote a culture where taking care of ourselves and each other is a priority ○ Develop positive working relationships (worker/supervisor, between workers) ○ Structure supervision to incorporate supportive & educational aspects of supervision (template) ○ Train & support supervisors to be able to attend to staff who have experienced an incident
FP	<ul style="list-style-type: none"> ● Sign on & Retention bonuses or other incentives
FC-A	<ul style="list-style-type: none"> ● Extra staff on call
FC-A	<ul style="list-style-type: none"> ● Specialists to assist with kids that must stay in the office.
FC-A	<ul style="list-style-type: none"> ● Technology:

	<ul style="list-style-type: none"> ○ Hotspots for each worker ○ Updates to Thomas Brothers (or replacement): not get kicked out of Thomas Brothers and/or not have to be emailed if the system didn't log out right ○ Measure truly meaningful data in Oasis
Benefits; Child Welfare; Human Services	<ul style="list-style-type: none"> ● Staff Retention: <ul style="list-style-type: none"> ○ Identify and cultivate a supportive agency culture. ○ Advancement opportunities / Step promotions / Career Ladders ○ Updates to offices/building spaces ○ Continuing Flex-Scheduling and telework options for quality recruitment from around the state. ○ Provide self-care opportunities and/or Mental Health days (with coverage.) ○ Increase awareness of benefits/services available to staff for self-care and mental health (i.e. EAP Programs and services, Self-Care Library, etc.) ○ Ensure proper and consistent coverage plans across units for when employees have emergencies and need time away. ○ Cultivate or Create resources for team/unit-level self-care activities that are free/no cost. ○ Unit-level efforts such as emails with daily affirmations/memes/jokes to encourage teams ○ Cultivate a culture of self-care in sending reminders throughout the day to take a break; encourage staff to actually do so. (15-minute breaks) ○ Increase agency connections among staff ○ Unit-Day Outs: Allow budget for unit-day out opportunities; Allow for Unit Day Out Planning: Ensure managers have options for creating free/low-cost self-care and training opportunities for these events to support staff ○ Create opportunities for social groups (book club, sewing club, etc.) ○ Host Unit-level appreciation events such as, Unit Day Out, Welcome Lunches for new employees, Zoom Birthday Gatherings, etc. ○ Collective/cooperative efforts amongst team members to provide coverage for unit needs. ○ Intentional efforts to recognize individual strengths and demonstrate appreciation, care and concerns. ○ Training, professional development, and other educational opportunities
Benefits	<ul style="list-style-type: none"> ● Ensure that Stay and Exit Interviews are conducted to ask what is working and what is not.
Benefits; Child Welfare; Human Services; Leadership; Human Resources	<ul style="list-style-type: none"> ● Investments in agency employees: <ul style="list-style-type: none"> ○ Appropriate staff levels and workloads, allowing units to expand service provision and reduce burnout ○ Review pays classifications (HR) ○ Offer staff free or reduced cost passes for county parks/rec lakes and pools for their whole households ○ County-Level Daycare options for staff ○ Request that HR review leave policies to: <ul style="list-style-type: none"> ▪ Include maternity/paternity leave that isn't supported by the employee's own leave ▪ Increase the accrual rate of paid leave ● Allow staff to get paid for unused time instead of taking a loss (or allow for donating to peers)
SST	<ul style="list-style-type: none"> ● Continue to offer professional development in various platforms in-person, virtually and group
SST	<ul style="list-style-type: none"> ● Attend community conversations, develop a pipeline with OEI, and programs in the community to help ongoing learning to become more organic.
APS; UVA	<ul style="list-style-type: none"> ● Job Shadowing Program: offering job shadowing activities for community partners (i.e.: Aging Services Coordinator shadowing APS/AS worker; Advocate at County Level; agency level, and possibly VDSS level, or shadowing with other County-level departments.)
Leadership	<ul style="list-style-type: none"> ● Ensure an equitable growth opportunity across the agency: Leadership to create a list of training opportunities that will better prepare anyone in the agency for advancement; (i.e. communication

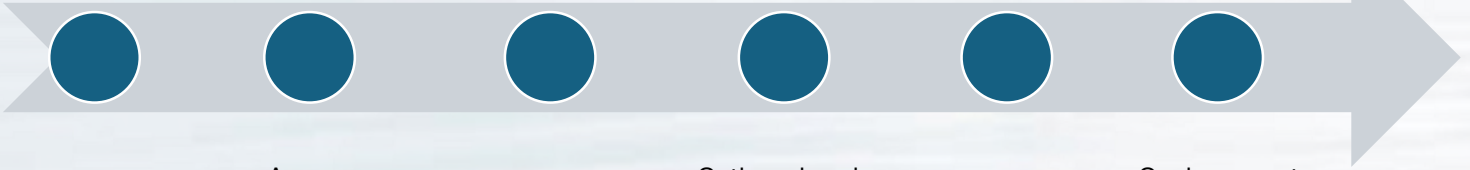
	skills, time management skills, understanding and working with generations, and other advanced business skills)
FO	<ul style="list-style-type: none"> • Research on what other county buildings / social services receive. (i.e. Blue Ridge Detention Center.)
FO	<ul style="list-style-type: none"> • 4:30 PM Office Closure proposal (see previous goal.)
LTC	<ul style="list-style-type: none"> • State-level clarification re: text messaging option for clients from state - (Example Text: “Your case is due for annual renewal. Please visit the CommonHelp site to get started.” (Research and partner with BRPO for advocacy or research/clarity on this.)
LTC	<ul style="list-style-type: none"> • Consistent answers from HR – requesting questions from staff for HR to respond to in a formal Q&A for consistent answers for questions like (salary increases for Temps, process for concerns, who to talk to about xyz, etc.)
LTC	<ul style="list-style-type: none"> • Gather a “who to call” list for State, Regional, and Local Government needs within the unit; (i.e. who to email for the annual personal property tax policy, who to call at GIS with questions, who to help at DMAS with enrollment, or Part B/D questions, etc.)
ABU	<ul style="list-style-type: none"> • Offer resources and/or ideas to staff who may be struggling (for various reasons) instead of the worker having to figure it out on their own.
UVA	<ul style="list-style-type: none"> • Partner with other hospital-based units across the state (Haymarket, Prince William for example) to research what outreach is being done for their localities or any other ideas to assist with recruitment/staff retention?
Leadership	<ul style="list-style-type: none"> • Agency-wide SOP Reviews
Leadership	<ul style="list-style-type: none"> • Staffing: Benchmark staffing levels and measures tools used across various agencies for workloads
RRSMT; IBA	<ul style="list-style-type: none"> • Support or promote events that celebrate and recognize diverse groups throughout the year as well as specific events during Black History Month & Hispanic Heritage Month (as well as others as identified)
RRSMT	<ul style="list-style-type: none"> • Utilize staff created art in halls; highlight current art in place and rotate art annually if possible.
RRSMT	<ul style="list-style-type: none"> • Cultivate an annual award (like “living our values”) specified to HHS division under Kaki
RRSMT	<ul style="list-style-type: none"> • Allow staff to enter a contest for HHS logo design? / Coordinate for Admin?

BLUEPRINT TIMELINE

Board of Supervisors - Strategic Plan Development

Unit discussions: on how the goals are relevant to them and the work they do each day. Units created their own objectives for each goal.

Plans are developed by staff to accomplish the goals/objectives set forth by FY as a group, personal goal, etc.



Agency Objectives Identified:
Impact Team Meetings
Staff Surveys
Division Meetings

Gathered goals / ideas into "Strategic Blueprint" document.

Units/Divisions - Identified actionable items and objectives.

Goals are met along each FY review via performance SMART Goals.

